

CT telecom giants wage legal battle over 'misleading' ads



By Matt Pilon
mpilon@HartfordBusiness.com

With their respective headquarters just 12 miles apart in Norwalk and Stamford, Frontier Communications and Charter Communications are practically neighbors. But any closeness appears to end there.

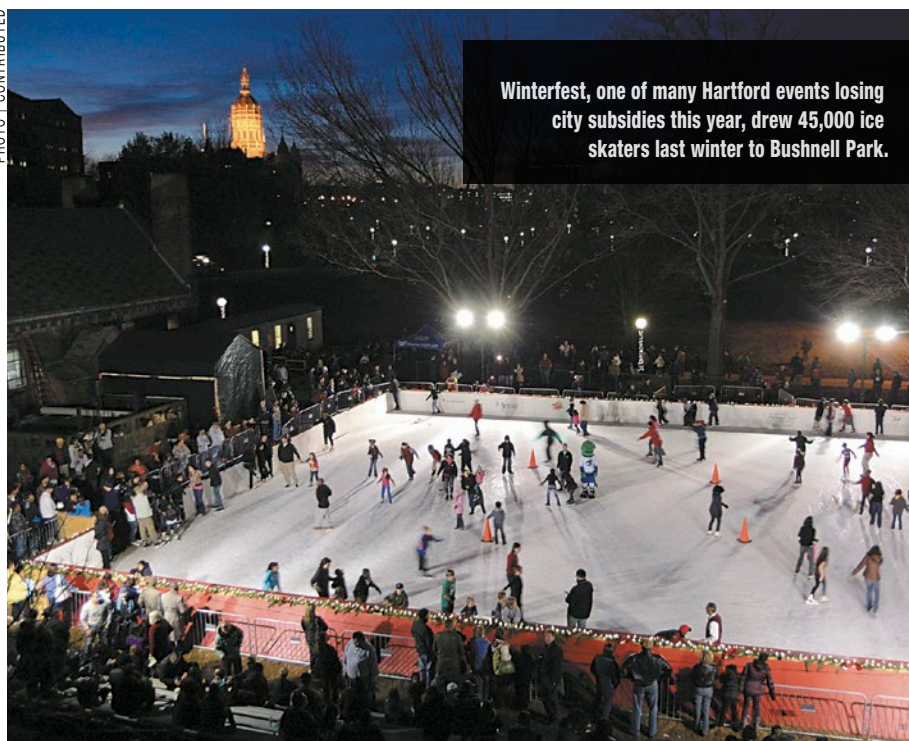
Tension between the two companies over what each is saying publicly about the other has spilled into public view in a New Haven federal court house.

That's where both telecom giants are suing each other over allegedly false advertising claims.

Frontier, which also has a major Hartford presence, filed suit June 20, accusing Charter of commissioning radio ads and print mailers that made false and disparaging statements about its internet, television and telephone offerings.

Continued on page 14

PHOTO | CONTRIBUTED



CULTURE CUTS

Hartford's budget strain means uncertain future for popular events

By Matt Pilon
mpilon@HartfordBusiness.com



The Hartford Marathon received nearly \$52,000 in in-kind aid from the city of Hartford.

Continued on page 12



REPORTER'S NOTEBOOK

Brexit Fallout

Two local economists weigh in on the United Kingdom's decision to leave the European Union and the impact it could have on Connecticut companies. **PG. 5**



FOCUS: BIOSCIENCE

'Bioscience Triangle'

The state's latest bioscience incubator in Groton joins similar facilities in Hartford/Farmington and New Haven creating Connecticut's bioscience triangle. **PG. 8**

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Greenberg is Birken Manufacturing's third-generation pilot



(Above) Gary S. Greenberg, president, Birken Manufacturing Co. (Right) Birken employee Kevin Saynganthone.

By Gregory Seay

gseay@HartfordBusiness.com

Knowing you'll never do something can sometimes guarantee that you will. Ask Gary S. Greenberg, third-generation owner/president of Birken Manufacturing Co. in Bloomfield.

"I swore as a kid I would never be in this business," said Greenberg, whose great-uncle, Louis B. Rogow, co-founded Birken in 1943 to make industrial gauges. It was Greenberg's father, Sidney, an aero-engineer who married into the Rogow family and who later succeeded his wife's uncle as CEO.

Pressed by his father, who put Birken on its aerospace track, the younger Greenberg swept Birken's floors and handled other shop chores when he wasn't in school or had extra time on his hands. Later, Greenberg went off to college, then law school, setting up a practice in California.

Years later, Greenberg had a change of heart and joined his father at Birken. Today, Birken stands as an archetype of a family enterprise, begun from scratch and nurturing a niche in which, despite economic and operational ebbs and flows, still manages to expand and thrive into a new century.

It operates from a 65,000-square-foot factory on Old Windsor Road that it relocated to

from Franklin Street in Hartford's South End in 1962; across the street is a 40,000-square-foot warehouse that Greenberg says may someday accommodate an expansion of Birken's production facilities.

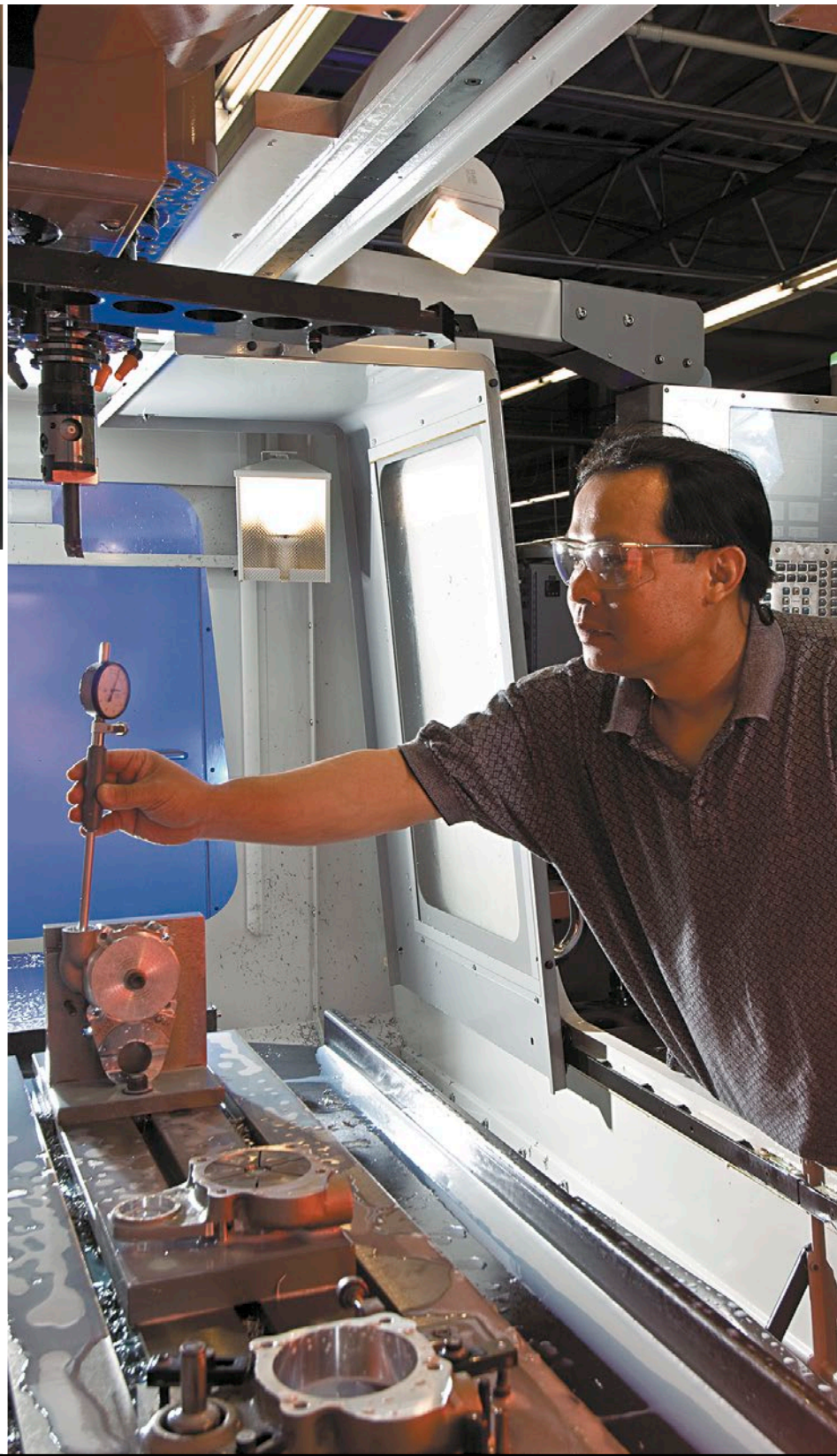
"I think the product is fantastic," Greenberg says of Birken's specialty as a metal-finishing shop for cast and/or forged jet-engine components. "We do very high-tech, advanced manufacturing."

In 1982, Greenberg returned to Connecticut and joined his dad running Birken, as a vice president. In 2007, he became president/CEO.

During his 34 years there, he said Birken has continued spreading its wings, specializing in complex turbine-engine parts for top U.S. suppliers such as Pratt & Whitney, Hamilton Sundstrand, General Electric and Europe's Airbus and Rolls Royce PLC.

Birken's computer numerically controlled-machine (CNC) finishing mostly involves removing metal burrs and smoothing to a near-glass polish the mounting surfaces on lightweight cast aluminum and magnesium parts for jet-engine casings and fuel-system components for the F-35 Joint Strike Fighter and military helicopters.

Continued ►



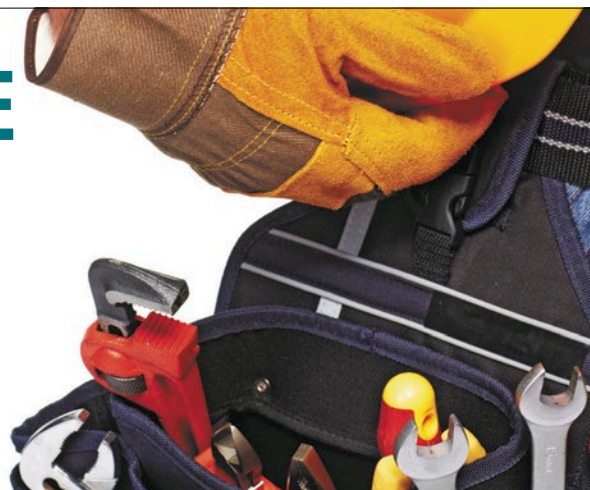
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Birken Mfg.

Except for a sales lull for months after the U.S. Sept. 11 terrorism attacks in 2001, Birken's sales and customer counts have steadily grown, Greenberg said. Its workforce numbers 120 up from 90 just six years ago.

Privately held Birken has sales of about \$32 million a year, reflecting an average 5 percent sales growth rate in recent years, Greenberg said.

Loyal workforce

Walking Birken's sprawling but packed shop floor with Greenberg, he says it is basically divided into five work cells. Each is neatly organized so that the specific tools workers need to complete their tasks are within easy reach.

Birken, like most other smaller, "Tier 2" suppliers and subcontractors to larger "Tier 1" vendors like Pratt, are under ever-increasing pressure to perform its best-quality metal-finishing work quickly and cheaply.

To do that, Birken always has 30 to 40 parts that are being engineered in its research and development department, Greenberg said.

"There are no shortcuts in this industry," he added.

The same applies to Birken's unceasing quest for talent, Greenberg said. Many of Birken's workers have been with it decades, promoting a sense of "family" on and away from the shop floor, Greenberg said.

He pridefully points to a group photo taken in 2012, when Birken celebrated its 50th anniversary by hosting its active and retired employees at a cookout on company grounds.

Birken, too, annually funds a scholarship to a student, who while studying manufacturing at Enfield's Asnuntuck Community College, also apprentices part-time at Birken. So far, six employees have successfully completed the program, Greenberg said.

Birken over the years has expanded through acquisitions. In 1990, it bought a former Granby sheetmetal fabricator, absorbing its equipment and processes to improve Birken's value-added metalwork, like finished engine-mount assemblies for the huge Airbus A380, Greenberg said.

For time being, Greenberg stands as the last in his family to run Birken. His two sons live outside Connecticut and aren't involved in manufacturing. His brother owns a company located right next door to Birken.

He says he regularly fields calls from deal-makers asking if Birken is for sale or interested in a merger. They get rebuffed.

"Nothing I've been interested in," Greenberg said. "I love the business. I've been here 34 years and this is the best time for us, in terms of the business and backlog. ... And I'm not going to retire anytime soon. At the moment, you couldn't pay me enough to make me leave." ■



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EDITORIAL

Greg Bordonaro Editor, ext. 139
gbordonaro@HartfordBusiness.com

Gregory Seay News Editor, ext. 144
gseay@HartfordBusiness.com

Matt Pilon News Editor, ext. 143
mpilon@HartfordBusiness.com

John Stearns Staff Writer, ext. 145
jstearns@HartfordBusiness.com

Keith Griffin Digital Producer/Reporter, ext. 127
kgriffin@HartfordBusiness.com

Stephanie Meagher Research Director

Heide Martin Research Assistant

BUSINESS

Joe Zwiebel President and Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Donna Collins Associate Publisher, ext. 121
dcollins@HartfordBusiness.com

Jessica Baker Office Manager, ext. 122
jbaker@HartfordBusiness.com

Amy Orsini Events Manager, ext. 134
aorsini@HartfordBusiness.com

Kaleigh Hickey Events Coordinator, ext. 137
khickey@hartfordbusiness.com

Christian J. Renstrom Advertising Director, ext. 126
crenstrom@HartfordBusiness.com

David Hartley Sr. Accounts Manager, ext. 130
dhartley@HartfordBusiness.com

William C. Lambot Sr. Accounts Manager, ext. 128
wlambot@HartfordBusiness.com

John Vuillemot Sr. Accounts Manager, ext. 133
jvuillemot@hartfordbusiness.com

Marisa Wright Sr. Accounts Manager, ext. 124
mwright@hartfordbusiness.com

Anabela Maia Account Manager, ext. 131
amaia@HartfordBusiness.com

Raki Zwiebel Credit and Collections Manager

Valerie Clark Accounting Assistant/Office Manager

Kim Vautour HR Director

Gail Lebert Chair, Executive Advisory Board

PRODUCTION

Lynn Mika
Production Director/Marketing Coordinator, ext. 140
lmika@HartfordBusiness.com

Christopher Wallace Art Director, ext. 147
cwallace@HartfordBusiness.com

William DeVito Digital Ad Manager/Graphic Designer,
graphics@HartfordBusiness.com

New England Business Media LLC

Peter Stanton CEO
pstanton@nebusinessmedia.com

Joseph Zwiebel President & Group Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Mary Rogers Chief Financial Officer;
mrogers@nebusinessmedia.com

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Hartford Business Journal accepts no responsibility for unsolicited manuscripts or materials and in general does not return them to the sender.

Hartford Business Journal (ISSN 1083-5245) is published weekly, 52 x per year — including two special issues in December — by New England Business Media LLC, 15 Lewis Street, Suite 200, Hartford CT 06103. Periodicals postage paid at Hartford, CT.

Tel: (860) 236-9998 • Fax (860) 570-2493

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Postmaster: Please send address changes to: Hartford Business Journal, P.O. Box 330, Congers, NY 10920-9894

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Brexit casts uncertainty over CT exporters

Connecticut's seventh largest trade partner is in a state of economic and political flux casting a sense of uncertainty over in-state exporters to the United Kingdom.

The UK's vote to leave the European Union has left many questioning how the decision will impact the country's trade ties with the United States and rest of the world.

In 2015, Connecticut companies exported \$884 million in goods to the UK and it will be those businesses that ship goods to the U.S.' closest ally that will likely be impacted the most by the Brexit vote.

Two of Connecticut's largest exporters — United Technologies Corp. and General Electric — have downplayed the potential negative consequences, saying they hope an orderly, planned exit from the EU will have minimal impact on their business.

Hartford Business Journal reached out to a couple prominent local economists to get their take on the impact of the UK's historic decision to leave the EU.

Peter Gioia, economist at the Connecticut Business & Industry Association, said Connecticut exporters will have to take several things into consideration in the weeks, months, even years ahead.

"The British pound is now devalued compared to the dollar, and that increases the cost of Connecticut goods sold in the U.K."

"In addition, the hundreds of state companies that have used the U.K. as their European base of operations now need to either move or create a second base somewhere in the European Union, like Germany or France, in order to maintain investment relationships with those companies in the EU. That adds costs too."

Gioia added that longer term, the negatives may be tempered as the UK looks away from the EU to the United States, Asia and

former British Commonwealth countries for closer commercial ties.

But there are also threats.

"It's hard to determine how long this decision will impact trade," he said. "There is a global, not U.S. only, tide against wealth created and sustained by international efforts towards concentrating and (re)distributing wealth within national borders. The psychological tilt towards nationalism away from globalism can have far-reaching implications for years to come. If your company is active globally, or has customers who are, this will ultimately affect your business. Be aware, be ready."

UConn economist and business professor Fred Carstensen said that "The UK — if it survives — is in a weak position to negotiate access to the EU market. At best, it will end up agreeing to conformity to EU regulations — but with no vote. At worst, it will rely on World Trade Organization rules — which provide little help for the UK's most important sector: financial services."

Carstensen said major banks are already planning to move thousands of employees from London to Dublin, Paris and Frankfurt. And virtually every major manufacturer has put a hold on new investments. And because the exit process will take years, in many cases the outcome won't matter: firms will not wait to decide; they will relocate, he said.

"And once business is relocated in part or in whole, the trajectory will be set," Carstensen said. "This vote may be the most self-destructive in modern history. Sadly, while the damage will likely be concentrated in the UK, it is nearly inevitable that for many years into the future we will all be poorer, more isolated and less open to global engagement than we would have been. It is a deeply troubling prospect."

— Greg Bordonaro

SBT, United closing 3 loan offices outside CT

Two of Connecticut's biggest community banks between them are closing three out-of-state loan offices.

Simsbury Bank & Trust, with \$440 million in assets, and \$3.5 billion-asset United Bank each recently applied to the Connecticut Department of Banking for permission to shut the trio.

SBT CEO Martin Geitz said its pair — one in Mattapoisett, Mass.; the other in Warwick, R.I. — never did the volume to justify keeping them open. Meanwhile, three people who staffed them have moved on, Geitz said.

"We decided our efforts are better focused

on central Connecticut," he said, where SBT recently opened a West Hartford branch.

United Bank's Eastern Connecticut Regional President Adam Jemael explained, via email, that its five-year-old commercial real estate loan office in Beverly, Mass., outside Boston, will shut in July and be absorbed into the bank's regional commercial real estate team and won't be replaced.

The Beverly office only had three employees, none of whom remain. One, the office leader, retired after a 40-year banking career, Jemael said.

— Gregory Seay

SPOTLIGHT ON: TECHNOLOGY



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BY THE NUMBERS

\$246,000

The median price of a single-family home sold in Connecticut during the month of May, down from \$265,000 a year earlier, according to the Warren Group.

2,921

The number of single-family homes sold in Connecticut during the month of May, up 23.9 percent from a year earlier, according to the Warren Group.

41st

Connecticut's ranking out of 50 U.S. states when it comes to small-business tax burden, according to the Small Business and Entrepreneurship Council.

138

The number of employees New Britain bus company DATTCO is laying off, in the wake of losing its service contract with Hartford public schools.

TOP 5 MOST READ

on HartfordBusiness.com

■ Car auction sets records at Mohegan Sun

■ Strained city budget snuffs out Riverfront fireworks

■ State gives conditional OK to Waterbury hospital sale

■ DATTCO laying 138 off in Hartford

■ Cuts hit summer attractions

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Hartford's Old State House is temporarily closed.

TOP STORY

Old State House closes, but for how long?

Hartford's Old State House shuttered its doors June 29 amid state budget cuts, but no one is prepared to say for how long.

As first reported back in May by the Hartford Business Journal, control of the museum is being turned over from the General Assembly's Office of Legislative Management to the Connecticut Department of Energy and Environmental Protection (DEEP), along with a budget reduction from \$589,589 down to about \$400,000.

The transfer comes as DEEP is seeing its overall budget reduced 11 percent to \$63.9 million. It recently announced park closures and reduced hours at facilities it operates across the state.

Dennis Schain, a DEEP spokesperson, said his department and OLM are still working out the details of the transfer in operating responsibility. OLM is leasing the Old State House to DEEP to stay in compliance with a 99-year lease it has for the building with the city of Hartford.

Schain said once DEEP assumes responsibility for the Old State House, it will be able to make decisions about future operations balanced against its reduced budget.

MANUFACTURING

AdChem to expand in Manchester

Manchester's AdChem Manufacturing Technologies Inc. is planning to expand into two long-vacant buildings across the street from its 369 Progress Drive headquarters, in the former Dean Machine complex. The buildings have been empty since Dean Machine, a small aerospace parts manufacturer, closed in 2002.

AdChem, also known as ACMT, is growing rapidly, both in the number of employees and the need for space for them to work in, President and Founder Michael Polo said.

Polo said the 30-year-old company, which supplies parts for Pratt & Whitney and other aeroparts makers, needs more space, after nearly doubling its workforce in the past year from 49 to 88.

It is beefing up its operations to accommodate an anticipated groundswell of production related to Pratt's huge increase in demand for both its commercial geared turbofan engines and its F135 military engines for the Pentagon's Joint Strike Fighter. — JOURNAL INQUIRER

Berlin mfrs. Precision Punch, Eastern merge

A pair of small Berlin manufacturers have merged.

Precision Punch Corp., a 51-year-old maker of hardware for making molds, stamping and cold heading, said it acquired its next-door neighbor, Eastern Industries, which makes standard and custom feeler gages. Both are housed at 304 Christian Lane.

Financial terms weren't disclosed.

TRANSPORTATION

State's highways among most congested; bridges among worst

Connecticut's highways are ranked third busiest and the state ties for fifth nationally with the highest percentage of its bridges (8 percent) considered structurally deficient, putting it in a tie with Michigan.

Highway congestion is increasing on the interstate highway system as travel increases faster than new capacity is added. More than two out of every five miles of the nation's urban interstates are congested.

Forty-three percent of the nation's urban interstate highways (8,020 of 18,567 miles) are considered congested because they carry traffic levels that result in significant delays during peak travel hours.

The 10 states with the greatest share of their urban interstate highways considered congested are California, Maryland, New Jersey, Rhode Island, Delaware, Massachusetts, Hawaii, Connecticut, Florida and Minnesota.

Rhode Island ranks highest when it comes to percentage of deficient bridges at 15 percent. It's followed by West Virginia and Wyoming, 9 percent; New York, 8 percent; and Connecticut and Michigan, 7 percent.

BANKING & FINANCE

People's to pay \$402M for L. I. lender

Bridgeport thrift People's United Financial Inc. will deepen its metro New York footprint with its planned nearly \$402 million purchase of one of Long Island's leading community banks.

People's United, which has more than \$39 billion in assets, announced its definitive pact to pay \$33.55 for each share of Suffolk Bancorp, parent of Suffolk County National Bank, of Riverhead, N.Y. The deal is set to close late in the fourth quarter, pending all regulatory and stockholder approvals.

People's CEO Jack Barnes said Suffolk County's "strong Long Island presence complements our previous acquisitions and organic growth in the New York Metro area."

After the deal, Suffolk Bancorp CEO Howard C. Bluver becomes New York market president, overseeing Suffolk's integration into People's while continuing to expand the Connecticut lender's brand in New York, People's said.

Berkshire's \$117M deal widens door to Philly

Massachusetts lender Berkshire Hills Bancorp Inc., with Hartford operations, says it will pay about \$117 million in stock to acquire a New Jersey housing-consumer lender whose community-banking footprint extends into the Philadelphia market.

The Pittsfield, Mass., parent to \$7.8 billion-asset Berkshire Bank said that \$1.1 billion-asset First Choice Bank, of Lawrenceville, N.J., will operate as Berkshire's subsidiary, First Choice Loan Services Inc.

The deal is set to close in the fourth quarter, once all regulatory and shareholder approvals are in place.

Berkshire says it will gain six branches near Princeton, N.J., and two in the Greater Philadelphia marketplace. It also picks up from First Choice \$436 million in net loans (excluding loans held for sale) and \$906 million in deposits as of March 31.

ECONOMY & LABOR

CT ranked 10th worst for small business taxes

A new report says Connecticut is the 10th worst state in the nation when it comes to taxes on small businesses.

The Small Business and Entrepreneurship Council (SBEC) said in its 2016 Small Business Tax Index report Connecticut has a business tax index score of 65.467, ranking it 41st out of 50 states. South Dakota is ranked No. 1 at 12.114.

SBEC said the index ranks the states from best to worst in terms of the costs of their tax systems on entrepreneurship and small business. This year's index pulls together 25 different tax measures, and combines those into one tax score that allows the 50 states to be compared and ranked.

One area where the state does well is sales, gross receipts and excise taxes as a share of personal income. Connecticut is ranked 17th at 2.81 percent of personal income.

Oregon is first at 0.817 percent. The state is also ranked 15th for its unemployment tax level of 1.85 percent. California is first at 0.81 percent.

Other indicators hurting the state's overall score include the nation's second-highest diesel tax and sixth-highest fuel tax.

DATTCO laying off 138 in Hartford

In the wake of losing its bus-service contract with Hartford public schools, New Britain-based DATTCO is laying off 138 people, a state labor agency notice says.

CSEA SEIU Local 2001, which represents the workers, said that is close to the number of Hartford school bus drivers currently employed by DATTCO. The union is in the midst of negotiating with Hartford's new school bus transportation provider, Specialty Transportation.

Ben Phillips, CSEA SEIU Local 2001's spokesman, said he was unaware whether Specialty has hired any of its members to fill the vacancies.

City schools resume classes Aug. 30.

HEALTH CARE

Japanese bio-venture joins Protein Sciences' Zika vaccine consortium



Protein Sciences researchers at the company's Meriden lab.

Meriden's Protein Sciences Corp. announced that UMN Pharma Inc. of Japan has signed on as the latest partner of its international Zika vaccine consortium.

The consortium, which also includes partners Sinergium Biotech of Argentina and Mundo Sano, a private foundation with activities in Argentina, Spain and Africa, is developing a vaccine to combat the Zika virus based on Protein Sciences' proprietary technology.

The partners are pooling resources to drive advancement of their vaccine into the clinic as quickly as possible, which is anticipated for later this year. UMN will pay an upfront fee to fund the development and manufacture of the vaccine being produced at Protein Sciences. In return, UMN will receive manufacturing and commercial rights to the vaccine in Japan and other counties to be determined.

TECHNOLOGY

NY firm invests in Hartford's Insurity

New York global equity firm General Atlantic said it has made an investment in Hartford-based Insurity. No financial details were released.

Insurity, a provider of insurance processing software and data integration and analytics products, said General Atlantic now becomes an investor along with Boston-based TA Associates and Genstar Capital, based in San Francisco.

Insurity has expanded its product offerings in recent years through acquisitions.

In June 2016, the company acquired Tropics Software Technologies, an insurance software firm that focuses on the workers' compensation market for carriers, state and self-insured funds as well as other specialty workers' compensation organizations.

In May 2015, Insurity acquired Oceanwide, a cloud-based services provider that supports commercial and specialty insurance line carriers. Insurity was originally founded in 1984.

Recruiter.com, online poker site form joint venture

Farmington online recruiting and career services firm Recruiter.com has formed a partnership with World Poker Fund Holdings Inc. to focus on gaming industry recruitment.

The two equal partners are forming a new business — Recruiter.Com Gaming Group — that will focus on listing permanent and consulting gaming-industry jobs with the goal of attracting casinos from all over the country.

World Poker Fund Holdings Inc. is a developer and operator of online and event-based social gaming.

Michael Woloshin, chief strategy officer of Recruiter.com, said gaming and entertainment are a rapidly growing and specialized area of employment. "Pairing our job market technology and recruitment expertise with their industry exposure will prove an effective strategy," he said in a statement.

WHAT'S AHEAD:

- 7/11 Focus: **Law**
- The List: **Largest Employers**
- Nonprofit Profile: **CT Women's Council**

CALENDAR

MONDAY, JULY 18

CTBC Women's Networking

The Connecticut Business Connection's Women's Networking group will host its next monthly meeting July 18 in Middletown.

The networking event — run by Ivy Lebron and Maureen Jasse — will start at 6 p.m. at the Tuscany Grill, 120 College St., Middletown. The group will focus on the issues faced by Connecticut businesswomen and includes networking plus a discussion topic or speaker to share information on how to build your business and career.

Whether you are a business owner, salesperson, financial advisor, marketing professional, attorney, doctor, therapist, contractor, banker, realtor or any other profession, all are welcome at the Connecticut Business Connection networking meetings, seminars and events to meet new people, grow relationships and learn business techniques.

Cost to attend is \$10.

For more information contact: Eric Lopkin, 860.375.0348, info@connecticutbusinessconnection.org.

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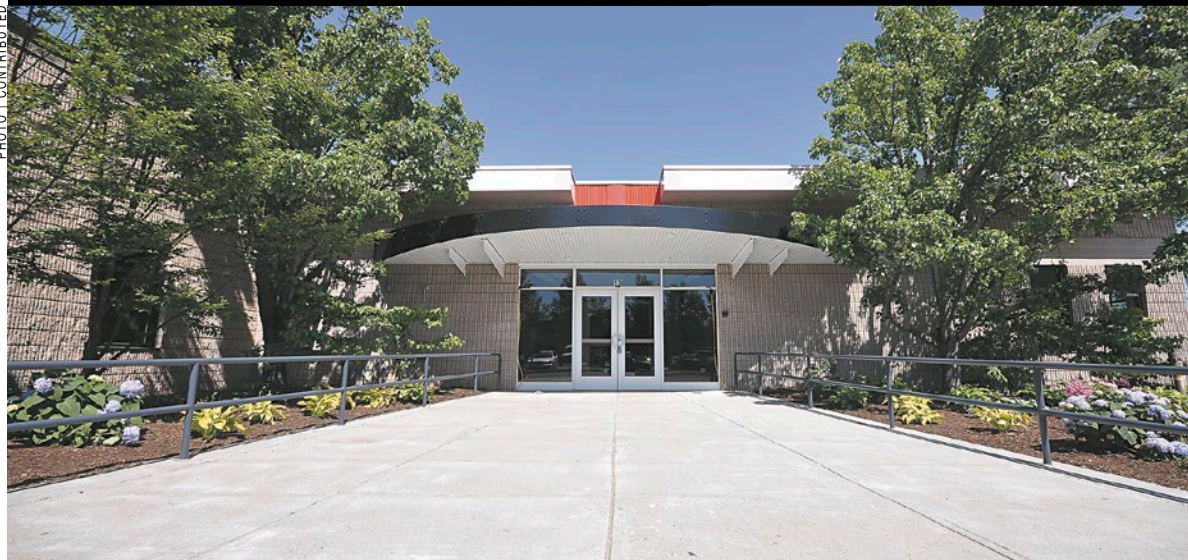
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CURE Innovation Commons in Groton is the latest bioscience incubator space to open in Connecticut. The 22,000-square-foot facility, formerly owned by Pfizer, includes 18 private and shared office suites, 12 laboratories, two conference rooms and a 100-person event space.

Latest incubator creates CT's 'bioscience triangle'

By Matthew Broderick
Special to the Hartford Business Journal

Like the CEO of any startup, Wendy Davis understands the challenges of taking a fledgling company and trying to grow it. That's perhaps doubly true in the bioscience industry where access to affordable lab space and equipment are often essential to success. "Science-based [startups] have unique needs," said Davis, whose company is working to commercialize a diagnostic for preeclampsia, a potentially life threatening complication of pregnancy. "They need an environment so they don't get bogged down in day-to-day support infrastructure [concerns] that can detract from accomplishing significant milestones."

Davis, it seems, has found her company's home: Groton-based CURE Innovation Commons, Connecticut's latest bio-tech incubation lab designed to attract startups to and from within the state. The newest site — a \$4.1 million, 22,000-square-foot facility — features 12 private and shared laboratories, 18 private and shared office suites, conference rooms, event space and office hours with mentor and industry experts.

The state's latest innovation lab joins similar incubation centers in Hartford/Farmington and New Haven creating a bioscience triangle across the state, according to Stephen MacKenzie, executive director of the Southeastern Connecticut Economic Development Group, which supported the build out and promotion of CURE Commons.

"Bioscience is one of the largest industry clusters in southeastern Connecticut," MacKenzie said. "We expect



Susan Froshauer, CEO, CURE

this facility will help us attract back some of the scientists and entrepreneurs who may have left during previous economic downturns."

According to state employment figures, from 2007 to 2012, the state's bioscience sector declined by 13 percent, while the national drop in the industry was about a half-percent. But that decline has been steadily reversing itself. In fact, the U.S. Bureau of Labor Statistics shows the sector now employs more than 24,000 workers in Connecticut, which ranks fourth nationally for bioscience patents per 1,000 people. Gov. Dannel P. Malloy this year said the industry employs 50,000.

With more than 80 percent of the state's R&D dollars — and more than 54 percent of venture capital — invested in bioscience, those numbers are expected to grow. For Susan Froshauer, CEO of CURE, a 24-year-old bioscience industry booster that oversees CURE Commons, that's good news.

"The purpose [of this incubation facility] is to create jobs and cultivate talent," she said. And Connecticut is talent-rich when it comes to science-based jobs, ranking fifth nationally in the number of science and engineering doctorates in the workforce, according to a 2014 report from the National Science Foundation.

In southeastern Connecticut, much of that talent comes from pharmaceutical giant Pfizer, which has not only been a strong supporter of the CURE Commons project, but donated the building — renovations were funded by the Department of Economic and Community Development — to make it a reality. "Pfizer recognized there was a need for really talented former employees to have a place to convene and have access to lab space for building out ideas," Froshauer said.

But the value of CURE Commons is about more

Continued

Q&A

CT launches Entrepreneur Learner's Permit

A new state law was signed recently creating an Entrepreneur Learner's Permit. This week's Q&A talks with Glendowlyn Thames, director of Small Business Innovation and CTNext at Connecticut Innovations, about the program. She oversees programs that support the state's small businesses and encourage innovation, collaboration and commercialization.

Q: The governor recently signed into law the Entrepreneur Learner's Permit pilot program. What is its purpose and what was its inspiration?

A: The purpose of the Entrepreneur Learner's Permit program is to encourage entrepreneurship and job growth in our state. The new program provides up to \$1,500 in reimbursements for state licensing and permitting costs to first-time entrepreneurs in the information services, biotechnology and green technology industries.

Q: The bill has an effective date of July 1. When do you think it will be up and running? What will some of the conditions be for eligibility?

A: The Entrepreneur Learner's Permit program will be up and running in July. We'd like to get it off the ground as soon as possible so entrepreneurs can take advantage of the benefit.

The program allows owners and executives of qualifying small businesses to waive any state or municipal filing, licensing or permitting, and the fees associated with starting a new company. We are currently working through the application and criteria, which will be available on our site in July.

Q: How much of a factor do fees play in discouraging businesses from starting in Connecticut? Are they so high as to be a deterrent to entrepreneurs?

A: Starting and running a business in its earliest stages can be a massive undertaking, no matter the location. This benefit does more than cover fees — it is another step the state has taken to help create a more active ecosystem and assist entrepreneurs when they need it most. Entrepreneurs scrutinize every cost, so while the fees may not deter a company from coming to Connecticut, removing those fees can certainly serve as a benefit.

Q: It's obviously a difficult fiscal time for the state. How can Connecticut afford to wave up to \$500,000 in fees?

A: It is a challenging fiscal time for the state, which is why it's important we focus on investing in the areas that can have a positive impact on the state economy.

With the recent passage of [a bill that beefs up CTNext — the state's innovation ecosystem], there has been an intensive effort to improve the environment for entrepreneurs in Connecticut. The process of waiving these fees may help to alleviate the initial burden an entrepreneur encounters when starting out.

Q: At this point how would you rate the environment in Connecticut for being an entrepreneur? What's been

done to make the state more attractive? What might the state stop doing?

A: The creation of CTNext in 2011 through the Jobs Bill has significantly improved the environment for entrepreneurs. Today, CTNext offers entrepreneurs opportunities to network, receive guidance from experienced entrepreneurs and compete for micro grants to assist with prototyping, performance testing, compliance testing, product or service development, market research and licensing, to name a few.

In addition to the financing companies receive through Connecticut Innovations, they can also access talent through the Technology Talent Bridge Internship program; receive guidance from executives in residence who specialize in operations, marketing, communications finance and government; and access subject-matter experts and investor networks.

And the most recent legislation does even more to support the entrepreneurial environment. It formalizes the structure of CTNext and creates a separate governing board; it adds resources and expands programming for CTNext, which will continue its support of the entrepreneurs in our state to have an even greater impact; and it brings the concept of "innovation places" to life, which supports the theory that innovation occurs in geographic locations that are physically

Continued

Outpatient physical therapy providers in Greater Hartford (1)

(Ranked by number of FTE employees as of June 2016)

| Rank | Provider | No. local FTE employees | No. of Greater Hartford locations | Services | Specialty equipment | Administrator | Year founded |
|------|--|-------------------------|--|---|---|---|--------------|
| 1 | Select Physical Therapy/ NovaCare Rehabilitation 680 American Ave., 2nd Floor King of Prussia, PA 19406 800-331-8840; selectphysicaltherapy.com | 100 | 29 Avon, Berlin, Bloomfield (2), Bristol, Colchester, Cromwell, Durham, East Granby, East Hartford, Ellington, Enfield, Farmington, Glastonbury, Manchester, New Britain (2), Newington, Plainville, Simsbury, South Windsor, Southington, Storrs, Tolland (2), Vernon, Wallingford, West Hartford, Windsor | Orthopedics, sports medicine, concussion management, hand therapy, vestibular, women's health | Aquatic therapy, industrial and pediatric specialty services | Mark Gombotz Vice president of operations, CT & MA | 1996 |
| 2 | Integrated Rehabilitation Services 435 Hartford Turnpike Vernon, CT 06066 860-870-8272; integrehab.com | 72 | 9 Coventry, Ellington, Enfield, Manchester, South Windsor, Stafford, Suffield, Tolland, Vernon | Orthopedic physical therapy, vestibular rehab, lymphedema, wellness, sports conditioning and athletic training | Mulligan, McKenzie, integrative dry needling, custom orthotics and golf performance enhancement | Julie Paolino Owner & managing partner | 2001 |
| 3 | Physical Therapy & Sports Medicine Centers (2) 47 N. Main St. West Hartford, CT 06107 860-409-4595; ptsmc.com | 42 | 7 Avon, Newington, Plainville, Southington, Wallingford, West Hartford, Windsor | Physical therapy, personal training and nutritional counseling | Aquatic therapy in Southington | Alan Balavender President | 2000 |
| 4 | ECHN Rehabilitation Services (3) 71 Haynes St. Manchester, CT 06040 860-533-3414; echn.org | 34 | 6 Ellington, Glastonbury, Manchester, Rockville, South Windsor, Vernon | Physical, occupational and speech therapy, orthopedics and sports medicine, amputee rehab, vestibular rehab, falls and balance, neurological rehab and hand therapy | Mulligan, McKenzie, kinesio taping, lymphedema therapy, aquatic therapy, custom splints and orthotics | Dan DelGallo VP, Outpatient services | 1963 |
| 5 | Bristol Hospital Rehab Dynamics Brewster Road Bristol, CT 06011 860-585-3000; www.bristolhospital.org | 25 | 4 Bristol (4) | Orthopedics, spine, hyperbaric medicine | N/A | Kurt Barwis President & CEO | 1921 |
| 6 | UConn John Dempsey Hospital 263 Farmington Ave. Farmington, CT 06030 860-679-3233; health.uconn.edu | 19 | 3 Farmington campus of UConn Health | Physical, occupational and speech therapy, orthopaedics, spine, sports medicine, neuro rehab, oncology rehab, women's health including pelvic floor dysfunction | New neuro facilities with ceiling mounted body weight supported gait rehab; lymphedema and continence program | Morgan Hills Director | 1975 |
| 7 | LIVE EVERY DAY 138 Hopmeadow St. Simsbury, CT 06089 860-413-2073; liveeveryday.org | 16 | 2 Simsbury, Suffield | Orthopedics, foot and ankle specialists, pediatrics rehab, vestibular rehab, orthotic bracing, prosthetics, diabetes management | Loft area dedicated to pediatrics for infants, toddlers and children | Matt Calendrillo Co-founder | 2007 |
| 8 | Health & Wellness Centers of Enfield and Suffield 143 Hazard Ave. Enfield, CT 06082 860-763-2225; enfieldhealth.com | 10 | 2 Enfield, Suffield | Physical therapy, chiropractic and musculoskeletal medical care in one-to-one setting | McKenzie therapy, Graston treatment, vestibular therapy, dry needling, lymphedema therapy and kinesiotaping | Kevin Sadowski Owner | 2003 |
| 9 | Physical Therapy and Massage of CT LLC 1001 Farmington Ave. Bristol, CT 06010 860-582-8024; ptandmassage.com | 10 | 1 Bristol | Physical and massage therapy | N/A | Alice Pecora Owner | 2002 |
| 10 | Center For Physical Therapy And Wellness PC 693 Bloomfield Ave., Suite 201 Bloomfield, CT 06002 860-242-8427; centerforptandwellness.com | 7 | 1 Bloomfield | 40-minute, one-one-one sessions for treatment of neuro-musculo-skeletal issues and lymphedema, manual therapies and yoga | N/A | Angela LaBella Owner & president | 2005 |
| 11 | Advanced Therapy Solutions LLC 465 Silas Deane Highway Wethersfield, CT 06109 860-721-9999; advancedtherapysolutionsct.com | 5 | 1 Wethersfield | Pediatric and adult occupational therapy, speech-language pathology and cranial sacral therapy | Vestibular-based and pediatric-specialty equipment | Marie Mancini-Oliveira Melissa Broxton Owners | 2007 |
| 12 | Hartford Hospital Rehabilitation Network (4) 1 State St., Suite 19 Hartford, CT 06103 860-696-2500; rehab.hartfordhealthcare.org | N/A (5) | 17 Avon, Bloomfield, Enfield, Farmington, Glastonbury, Granby, Hartford, Manchester, Meriden, South Windsor, Vernon, Wallingford, West Hartford (3), Wethersfield, Windsor | Physical and occupational therapy, falls and balance, hand therapy, audiological evaluation, lift assessments, lymphedema, Myomo therapy, pelvic health, prosthetics, surgical weight loss and vestibular therapy | Aquatic therapy, Korebalance and Balance Master, Bioness H200 and Bioness L300 | Eric Smullen Executive director | 1995 (6) |

Source: Each provider via survey and provider websites. Note: Greater Hartford Physical Therapy PC/LiveFit LLC declined to participate in the survey. FTE = Full-time equivalent.
(1) Editor's Note: This is the first time HBJ has published a list of outpatient physical therapy providers. Not all providers responded to the survey. If you belong on this list, please contact Research Director Stephanie R. Meagher, smeagher@nebusinessmedia.com, to be included in the future.
(2) Part of ANB-PTSMA Holdings Inc.
(3) Part of Eastern Connecticut Health Network.
(4) Part of Hartford HealthCare Rehabilitation Network (HHCRN).
(5) Figure not available at press time.
(6) Name changed to Hartford HealthCare Rehabilitation Network in 2013.
—Compiled by Stephanie R. Meagher.

To view the full list, please visit HartfordBusiness.com

Bioscience Triangle

than access to labs; it's about access to capital too. "We can mentor these companies to get their ideas together around value creation for investors," Froshauer said, "and then connect them with different sorts of investors."

In turn, Froshauer contends, funders often find incubator businesses more attractive for investment because they're a good value. "The investor is not funding the initial build out of a huge infrastructure [for that company]," she said.

That's because CURE Commons allows tenants to use the amenities it needs. "A company, for instance, can lease lab space and take advantage of shared laboratory equipment or rent office space for short or long periods of time," Froshauer said. "We can be flexible to see what kinds of models tenants are interested in."

And that flexibility extends beyond the amenities to the types of tenants its seeking to attract. "Our incubator is not only about [pharmaceutical] development," Froshauer said. "Our definition of bioscience includes a startup with the ultimate purpose of helping improve our quality of life, so we would be delighted to have an IT company or medical device startup [in our facility]."

The facility is already gaining traction, with three



Guests tour CURE Innovation Commons, which has three tenants so far.

new tenants in its first week of operation. Froshauer is optimistic those figures will continue to climb. "I hope we get saturated very quickly and build a critical mass," she said, "because we have the tools to stimulate and grow new startups."

Q&A: Thames

compact, transit-accessible, and technically-wired and offer mixed-used housing, office and retail that creates a community of like-minded people that provides a positive environment for business owners.

The new legislation also introduces the concept of growth-company grants, which are \$25,000 grants directly to companies that have been incorporated for less than 10 years; raised private capital; and have seen a 20 percent increase in their annual gross revenues in each of their previous three income years.

Q: What other programs is Connecticut Innovations involved in for attracting entrepreneurs currently?

A: This past year, we launched

VentureClash, a \$5 million global venture challenge, which is an effort to attract early-stage fintech and digital-health companies around the world.

This effort includes a top investment award of \$1.5 million; a second-place investment of \$1 million; and up to four runners-up awards for \$500,000.

In addition to the investment, winners can access the CTNext partnership network, which includes workspace, advisors and other technical programs that can help with creating or expanding a presence in Connecticut.

The finals event will be Oct. 20 at Yale University, where companies will compete in front of a panel of live judges. We [have seen] applications from around the world.

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DEAL WATCH



Infinity Apartments, 390 Bee St., Meriden.

Meriden's Infinity Apartments bring \$6.9M sale price

Meriden's 106-unit Infinity Apartments sold recently for \$6.9 million, brokers say.

CS Acquisition Group LLC bought the eight-building complex, formerly an extended-stay property at 390 Bee St., from Three Ninety Holdings LLC.

Davenport's \$700K new home

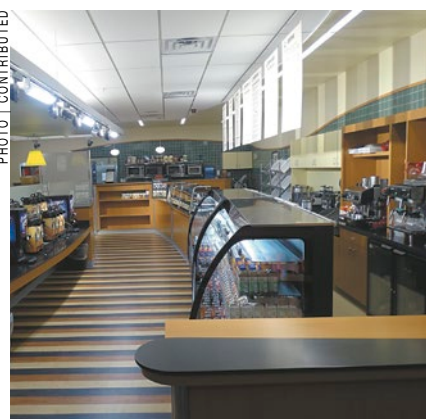
Plastic-pipe distributor Davenport Associates recently paid \$700,000 for 10 industrial acres in Wallingford for its new pipe-storage facility, brokers say.

Family owned Davenport has outgrown its current facility at 75 Parker St. in town but chose the 14 Fairfield Blvd. acreage so it can remain in the area, according to buyer's broker Pearce Commercial.

Davenport plans to erect a large warehouse on the Fairfield Boulevard site, using the remaining land for outdoor pipe storage.

CBRE-New England represented seller Tower Development LLC.

Between Rounds unveils redo



Between Rounds' remade Vernon bakery-café.

Between Rounds Bakery Sandwich Café has finished the renovations and reopened its Vernon store — one of four in Connecticut.

As previously reported, work began in February on the 2,787-square-foot café and bagel shop in the Vernon Circle Shopping Center, 243 Hartford Turnpike.

Meriden's Dale Combelic Designs and Arnold Gans Architects of New Haven were space designers. Newington's Reflex Lighting also lent technical assistance.

Between Rounds' other locations are in Manchester, South Windsor and Tolland.

Gregory Seay



22 Dale Road, Avon.

Ex-Avon Hardware site sold

A 6,400-square-foot building on 1.58 acres just off Route 44 in Avon recently sold for \$715,000, brokers say.

22 Dale Road LLC bought 22 Dale Road, from Jen-Dale LLC, according to broker Berkshire Hathaway HomeServices New England Properties.

The property, formerly home to Avon Hardware, has about 200 feet of frontage on Dale Road.

\$300K Wallingford sale

A 13,620-square-foot Wallingford commercial building has sold for \$300,000, brokers say.

Prakash Patel acquired the former Suburban Market on 1.98 acres at 8-12 Hope Hill Road from Vumbaco Real Estate Investments Ltd., according to seller's broker O,R&L Commercial LLC.

Patel plans to completely renovate the building for future retail and commercial uses, O,R&L said.

Dan Combs Real Estate represented Patel.

New Haven community-development lender Start Community Bank financed the purchase.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.



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www.KlingbergAutoShow.org



The 25th annual Greater Hartford Festival of Jazz, which is scheduled for the weekend of July 15, faces a loss of city subsidies.

from page 1

Nonprofits boost fundraising efforts

For the first 11 months of fiscal year 2016, which ended June 30, Hartford's contribution to special events netted out more than \$800,000, the majority of it in-kind public safety staffing, according to the city. More than 20 events received financial or staffing support including First Night Hartford, Winterfest, Riverfest and the Hartford Eversource Marathon — arguably the city's most prominent and far-reaching event. Also receiving backing were seven parades, the Greater Hartford Jazz Festival, and a free concert series in Bushnell Park called Monday Night Jazz.

Mayor Luke Bronin said event funding cuts represent a new economic reality for the city, which has already laid off 40 employees, is trying to negotiate \$15 million in union givebacks and faces even higher deficits in the years ahead. He said the city intends to work with organizers as much as it can, but he hopes private donors or other area towns step up to fund events that draw regional crowds.

Fundraising efforts have already begun to ramp up, but the lack of city support leaves sizeable holes in some of the larger events' budgets — as much as 50 percent for Winterfest and roughly 33 percent for First Night, according to their nonprofit organizers, both of which have launched public appeals for donations.

Organizers worry that a decline in special events that draw in thousands from around the state and beyond, could hurt the city's economy as well as its quality of life.

"There's a positive social and economic impact when thousands of people come downtown for each and every event," said Nicole Glander, a First Night organizer who is coordinating a fundraising push.

In the fiscal 2016 budget, First Night received a \$33,000 cash grant and \$20,000 in in-kind support from the city, which supported the event's \$130,000 to \$150,000 budget, Glander said.

The impact on the marathon's budget would be proportionally smaller — approximately \$60,000 in added costs for the week-long event, out of a \$2 million budget.

Beth Shluger, executive director of the Hartford Marathon Foundation, said the race isn't going away, but she's worried about how the foundation will close the gap in time for October's competition. Entry fees are already set and many vendor commitments have been made. She hopes the city might allow the event to use private contractors, rather than uniformed officers, to provide overnight security at Bushnell Park for that weekend.

The foundation has commissioned annual studies of the marathon's economic impact, which last year was pegged at \$13.2 million. The race drew 67,000 participants and spectators.

Parade budgets imperiled

The largest financial impacts will be on the city's various parades, which in some instances have smaller overall budgets than

Hartford's Financial Support

| | Cash Grants | In-Kind | Net Cost to City |
|-----------------------|-------------|-----------|------------------|
| Parades | \$0 | \$250,664 | \$250,664 |
| First Night | \$33,300 | \$22,207 | \$63,832 |
| Jazz Festival | \$6,600 | \$26,570 | \$33,170 |
| Marathon | \$0 | \$51,837 | \$51,837 |
| Winterfest | \$157,000 | \$1,833 | \$158,833 |
| Riverfront Recapture* | \$45,474 | \$98,609 | \$144,083 |

*IN-KIND SUPPORT INCLUDES RIVERFEST AND TWO OTHER RIVERFRONT EVENTS
NOTE: FINANCIAL COLUMN INCLUDES EVENT LINE ITEMS IN THE FY2016 BUDGET THAT WERE ELIMINATED IN THE FY2017 BUDGET; IN-KIND INCLUDES FY2015 EXPENSES

SOURCE: CITY OF HARTFORD

the city says it spends to provide police officers and other staff.

Among the eight parades the city helped fund in fiscal year 2015, the Greater Hartford Puerto Rican Day Parade had the highest staffing costs — nearly \$98,000, according to city records.

Sammy Vega, president of parade organizer Connecticut Institute for Community Development (CICD), said his organization will have a difficult time raising that much money.

"I don't know how we're going to do it," Vega said.

He said costs already rose sharply for this year's parade and related Festival del Coqui, held June 5. Last year, organizers paid the city \$20,000 to help cover some of the costs. This year, just weeks before the event, Vega said the city called and asked for triple that amount.

CICD was able to pay it, he said, but he worries about next year.

The Greater Hartford St. Patrick's Day Parade — run by the Central Connecticut Celtic Cultural Committee — could also see a sharp increase in costs. The parade received \$57,000 worth of in-kind support from the city last fiscal year, according to the city's accounting. The entire parade costs around \$45,000, said Eileen K. Moore, a member of the organizer's board.

Moore said organizers plan to raise more money for next year's parade and negotiate police staffing levels and costs with the city, but she called the potential funding gap catastrophic.

"We will shortly begin to see a lot of these different events fall by the wayside," Moore said. "This could be the first time in 45 years we don't have a parade."

Winterfest faces large gap

Winterfest, a several-months-long event featuring free ice skating and holiday programs in Bushnell Park, was among the largest event recipients of city aid last year.

Jackie Gorsky Mandyck, an event consultant who coordinates Winterfest on behalf

of the nonprofit iQuilt Partnership, said the city wrote checks totaling approximately \$150,000 last fiscal year to help fill the initiative's \$280,000 budget. Much of the expense relates to hiring a contractor to set up, maintain and staff the outdoor rink upon which 45,000 people skated last winter.

In the hopes of keeping Winterfest alive, Mandyck has launched a crowdfunding campaign on crowdfunder.com to solicit donations. As of last week, the campaign received pledges totaling \$45,000.

iQuilt has pared down its anticipated event budget to \$200,000, which would mean ending the event right after New Year's Day, several weeks earlier than normal. If fundraising exceeds that goal, Winterfest organizers intend to tack on additional days accordingly, Mandyck said.

The amount raised so far includes large repeat donations from area companies like Travelers and The Hartford, which pledged \$25,000 and \$10,000, respectively.

"They're getting asked by a lot of other organizations," Mandyck said. "For us to maintain flat, I'm very appreciative of everything they're doing."

Bronin laments, stands by cuts

While event organizers are understandably worried about the loss of funds, many have heard and read Bronin's message about the city's dire financial picture.

In an interview last week — the day after Riverfest announced it was canceling its fireworks — Bronin said he takes no joy in presiding over a budget with so many cuts in it.

"As a father of three young kids who loved the fireworks, it's not an easy decision to cancel an event like that," Bronin said.

He knows that some events may not survive the cuts, but he stands by them, pointing out that he's also had to cut city employees and funding for various nonprofit service

providers. He's also trying to convince the city's unions to give more than \$15 million in concessions this year.

"I think it would be awfully hard to justify some of the very difficult cuts that we've had to make, some of the layoffs that we've had to do, while at the same time continuing to spend such a significant amount of money on events," Bronin said.

There may be some hope for event organizers. Bronin said he expects there to be approximately \$100,000 available for events in this year's budget. It's much less money than last year, but it's something.

Bronin said he and city councilors are still discussing exactly how the money will be divvied up.

Donors feel the pressure too

Plenty of companies are hearing from nonprofits in need right now, said Oz Griebel, CEO of the MetroHartford Alliance. He also wears a second hat as volunteer treasurer of iQuilt's board.

Griebel often advocates for improvements to the city's business climate and for tightened public spending. He said he supports Bronin's budget cuts, as difficult as they are.

"There is a sea change that's going on," he said. "This is definitely needed to help get the city's fiscal house in order, which we all applaud. At the same time, it does have an impact on a whole variety of areas."

Griebel said corporate sponsorships show that area companies care about more than just taxes.

"You have to be concerned about 'what's it like to live here?'" he said.

He thinks businesses will do as much as they can to help, but at least for this year, many likely have their budgets set, he said.

In addition, companies know that events will likely have a similar need next year, and that they may feel pressured to match any increased funding they provide in 2016, he said. ■



PHOTO: FLICKR USER GOV. MALLOY CREATIVE COMMONS

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- Develop high level contacts
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- Deliver outstanding hospitality
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- Demonstrate investment in the local business community



Event date:
September 8, 2016

The CFO is an unrecognized individual that is key to the growth of companies. This issue and program will serve to honor those financial professionals in the greater Hartford region for outstanding performance in their roles as corporate financial stewards.

Nomination deadline: 7/6/2016 Ad closing date: 8/31/2016 Issue date: 9/12/2016



Event date:
September 14, 2016

40 under Forty honors 40 individuals in the Greater Hartford region under the age of forty who have significant authority for decision making in a company and share a commitment to business growth, personal excellence and deep community involvement.

Nomination deadline: 5/26/2016 Ad closing date: 7/13/2016 Issue date: 7/25/2016



Event date:
October, 2016

Family businesses are an integral part of the social and business fabric of our state. These awards recognize outstanding achievements in family-owned businesses and tell the story of a select group of the region's most successful firms. This event is an excellent networking opportunity and learning experience for business leaders.

Nomination deadline: 8/13/2016 Ad closing date: 10/5/2016 Issue date: 10/17/2016



Event date:
October 18, 2016

The Business Gives Back Forum will provide important information on ways that businesses of all sizes can become more involved in their communities. Inspired by the Giving Guide, this event further fulfills the 'In Person' need to create connections and educate companies to begin or strengthen their social responsibility.

Ad closing date: 10/24/2016 Issue date: 12/13/2016



Event date:
November 2, 2016

Through the Lifetime Achievement Awards, we seek to identify individuals whose entrepreneurship and success will teach future generations by example. Further, the Lifetime Awards allow us to bring true pillars of our community together for both networking and the exchange of well earned wisdom.

Nomination deadline: 7/22/2016 Ad closing date: 9/7/2016 Issue date: 9/19/2016



Event date:
November 17, 2016

Who are the best business-to-business companies in Central Connecticut? The Hartford Business Journal wants to know and is asking readers to vote on the region's best B2B companies in this first annual Best of Business competition.

Nomination deadline: 8/31/2016 Ad closing date: 10/19/2016 Issue date: 10/31/2016



Event date:
December 1, 2016

The Healthcare Heroes Awards honor those individuals and organizations that epitomize the spirit of the word "hero" whether they are doctors, nurses, physical therapists, employee benefits managers or community outreach leaders.

Nomination deadline: 10/6/2016 Ad closing date: 11/23/2016 Issue date: 12/5/2016

To learn more about what sponsorship includes, contact Christian J. Renstrom, Advertising Director at crenstrom@HartfordBusiness.com or 860.236.9998 ext. 126.

Ads target internet speeds, complaints

Dear Neighbor,

Are you a former FiOS customer who feels ripped off by Frontier? Charter Spectrum is the solution. Frontier can't compete with the 60 Mbps ultrafast Internet, the TV with FREE HD that includes **FREE DVR** service for 12 months, and the unlimited calling from Spectrum Triple Play. All at a GREAT PRICE GUARANTEED FOR 3 YEARS and **WITH NO CONTRACT EVER**. Plus, we'll pay up to \$500 to get you out of your contract. Leave the frustrations behind. Call **1-877-923-5140** now.

NEW OFFER FOR 3 years! **TV + Internet + Voice \$29.99** **FREE DVR** **Latino View** Enjoy your favorite Spanish-language channels for only \$6.99 more/mo. **and much more!**

Spectrum TV™ **Spectrum Internet™** **Spectrum Voice™**

- ▶ 200+ FREE HD channels available.* Frontier make you pay \$10 more a month for HD service.
- ▶ Unlike Frontier, most of your favorite channels are included.
- ▶ Latino View. 65+ Spanish-language channels for only \$6.99 more a month.*
- ▶ 60 Mbps ultrafast Internet. 10x faster than Frontier's.
- ▶ Unlike Frontier, you can trust in your connection no matter how many devices are connected.
- ▶ Unlimited calling in the U.S., to Canada and Puerto Rico. With Frontier you ONLY get 200 minutes each month.

Call before 07/06/16

Frontier Internet Starts at **\$19.99** per month

Frontier Vs. Charter Communications

Should I Switch To Frontier Internet?

Frontier Internet delivers a reliable, fast connection. It's enough to handle all you do online- Listen to podcasts, update social media, share photos and more. You name it online, you can do it with Frontier.

The Cable Way: Let's All Share a Signal The Frontier Way: Dedicated to You

[Shop Now »](#)

Shown above are examples of advertising included in a false-claims lawsuit and countersuit filed recently by Frontier and Charter Communications, respectively.

Frontier claims the ads began appearing in California and Texas last month, containing untrue statements about its internet speeds and pricing, which are causing the company to lose customers and suffer economic harm. Charter's ads, the suit says, also contained the phrase "ripped off by Frontier."

Charter, which moved its headquarters from St. Louis to Stamford after receiving a \$6.5 million forgivable loan from the state in 2012, responded last week with a countersuit containing similar allegations against Frontier, accusing its rival of false advertising in violation of the federal Lanham Act and Connecticut's Unfair Trade Practices Act.

Charter's allegations pertain to portions of Frontier's website, which provides comparisons between both companies' various offerings. Charter says the comparisons contain "false boasts" about Frontier's own product capabilities and "false claims" about Charter's.

In addition to damages and other penalties, each company has asked the judge for preliminary and permanent injunctions.

Asked for comment last week, Frontier said: "Charter's recent ad campaign is false and misleading and does not accurately portray the competitive, high-quality products and services that we provide our customers. We owe it to our customers, employees, and shareholders to defend ourselves against false attacks such as this and to ensure that our products and services are honestly and fairly represented at all times by all parties."

Charter said it would not comment directly on the suit.

"However, these are competitive markets, we believe in our products and services and we're going to compete to bring in more customers," Charter said.

Legal action common

Telecom providers are big advertisers, and they haven't been shy about suing each other — or at least threatening to — over the contents of commercial speech.

Frontier, for example, issued a cease-and-desist order against Comcast in 2011 over billboards that claimed Frontier would "pull the plug" on its FiOs products it had previously acquired from Verizon, according to reporting by PierceTelecom.

In recent years, Verizon and Cablevision settled several lawsuits related to false claims about internet speeds.

And in 2009, AT&T sued Verizon over using a wireless coverage map in a television ad that AT&T argued was misleading. It dropped its lawsuit later that year.

The latest battle between Frontier and Charter stems from new territories and customers both have picked up recently through major acquisitions in multiple states.

California and Texas — the targeted geography of Charter's ads, Frontier's suit says — are two states where those interests have overlapped.

In April, Frontier closed its \$10.54 billion acquisition of Verizon assets in California, Texas and Florida. The deal included 5.4 million voice and broadband subscriber connections, landline operations and 1.2 million

FiOS television subscribers.

The following month, Charter completed a much larger \$67 billion acquisition of Time Warner Cable and Bright House Networks, making it the second largest cable provider in the country behind Comcast. California and Texas were among the states where the deal gave Charter an increased presence.

Charter's countersuit acknowledges the heightened competition.

"Charter competes with Frontier for customers in locations throughout the United States," it reads. "This competition has intensified in recent months since Frontier acquired new networks and customers from Verizon in California and Texas."

Each company's allegations take aim at specific claims that appeared in advertising and online.

For example, Frontier identified a Charter ad it says made the claim that one of Charter's internet tiers (60 megabits per second) was "10x faster than Frontier's." Frontier rebuts that claim, saying its base-level internet speeds in California and Texas are 50 Mbps with maximum speeds of up to 500 Mbps.

Charter takes issue with a claim on Frontier's website that says Charter internet speeds "slow to a crawl" during busy traffic times, while Frontier's internet service does not. In the suit, Charter says that claim has been disproven by annual performance testing conducted by the Federal Communications Commission.

"The FCC's most recent testing demonstrates that Charter delivers the internet speeds it advertises with rare exceptions, whereas

Frontier generally does not," Charter wrote.

CT similarities

While Frontier's Verizon deal is much larger than its \$2 billion purchase of AT&T's Connecticut wireline business and fiber network in Oct. 2014, there are similarities.

Following the Connecticut deal, hundreds of former AT&T customers filed complaints with state regulators about outages and other problems, which ultimately spurred Frontier to issue refunds.

The situation has been somewhat similar in California, Texas and Florida, according to media reports about customer complaints in the wake of the April switchover.

One of Charter's ads cited in Frontier's lawsuit takes aim at customer complaints about Frontier's call center.

"[U]nlike Frontier, our helpful agents will answer your call," one ad cited by the suit said.

Frontier wrote that its customer service reps "are based entirely in the United States" and "are in fact both helpful and answer customer calls."

Frontier's Connecticut deal also led to an advertising surge from in-state competitors, including Cox and Comcast, some of which seized on negative media coverage of Frontier's system switchover.

"Ready for better business Internet without disruption?" one Comcast ad asked.

No lawsuits, however, were filed over the Connecticut advertising.

Frontier and Charter are due back in court by mid-September, unless they settle the dispute on their own. ■

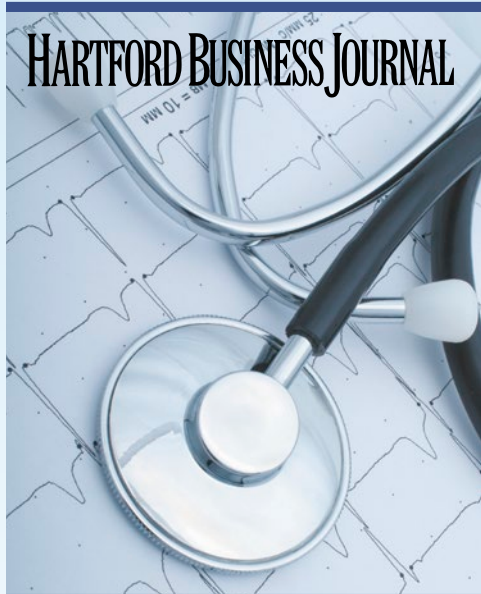
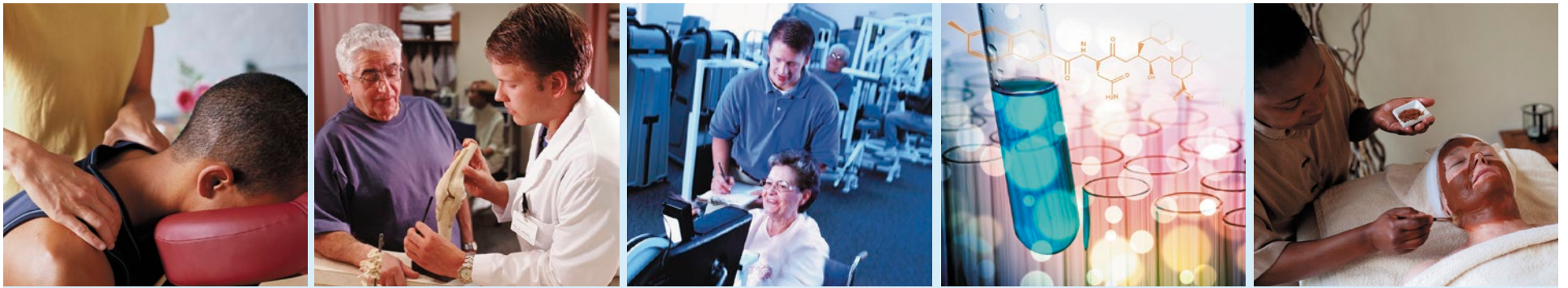
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The Greater Hartford Health Care RESOURCE GUIDE

Introducing a new resource for Health Care professionals, and the businesses and consumers purchasing health products and services in our region.

No other industry employs as many people or generates as much revenue as our region's Health Care sector does. And with our aging population further growth and expansion seem inevitable.

That growth will not come without challenges. Changes brought on by the Affordable Care Act, state legislation, as well as considerable pressure to reduce rapidly rising costs are all having a significant impact, while new technologies are revolutionizing not only how medical records are stored and shared, but how care is managed and delivered.



This rapidly shifting landscape presents both opportunities and threats to the thousands of providers in our health system, and makes the way those providers reach out to and communicate with customers all the more critical.

Health Care is a critical industry within our region, and yet to date, there has been no single resource that pulls together a comprehensive list of care and service providers by category.

We're proud to be introducing our first ever Health Care Resource Guide. Aimed at health care industry professionals and key consumers in the business community, it will be a go to resource for information on leading providers in a wide number of categories and specialties.

For businesses and consumers, it's a one source guide to service providers that has never been put together in one easy-to-use publication and web site.

This comprehensive Guide will become the "Book of Lists" for the Health Care Sector in our region. We'll list the vital stats on the top players in the following categories:

- Health and Dental Plans
- Top Hospitals
- Physician Groups
- Urgent Care Clinics
- Top Senior Care Communities
- Skilled Nursing Facilities
- Home Care Providers
- Hospice Care Providers
- Medical Equipment Providers
- Cosmetic and Plastic Surgeons
- Hearing Centers
- Outpatient Behavioral Health Centers
- Outpatient Addiction Treatment Centers
- Colleges and Universities with Health Programs
- Top Fitness Centers
- Physical Therapy Providers

Don't miss being part of the first ever HEALTH CARE Resource Guide
Call John Vuillemot, Senior Account Manager, Hartford Business Journal,
today at 860-236-9998 ext. 133 | cell: 860-840-4620
or email at jvuillemot@HartfordBusiness.com

Advertising deadline: September 15, 2016
Annual issue to publish: Fall of 2016

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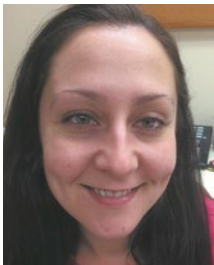
Nicole Stavola



Gene Michael Deary



Jason Rousseau



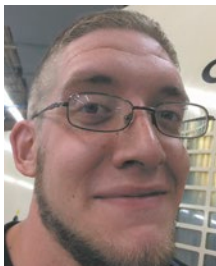
Brandi Taylor



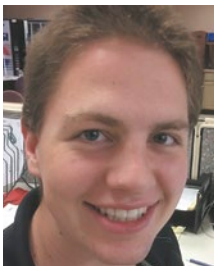
Randy Cochran



Ken Zakrewski



Gary Gallagher



Thomas Bieluch

Cronin and Co. promotes five

Glastonbury marketing communications agency Cronin and Co. LLC has promoted five employees: **Adrianna Bigard**, **Kristen Ganci**, **Tracy Klimkoski**, **Elise Prairie** and **Nicole Stavola**.

Bigard has been promoted from assistant account executive to account executive on the agency's public relations team. She joined Cronin in 2013.

Ganci has been promoted from junior interactive art director to interactive art director on the creative team. She joined the agency in 2014.

Klimkoski moves from associate media director to director, media and analytics on the media and analytics team. She joined in 2003.

Prairie goes from assistant account executive to account executive on the account service team. She joined in 2014.

Stavola advances from interactive project manager to senior interactive project manager on the interactive team. She joined in 2014.

Savings Institute Bank & Trust promotes director of retail lending

Willimantic-based Savings Institute Bank & Trust recently announced that **Gene Michael Deary**, director of retail lending, has been promoted to senior vice president.

Deary joined the bank in 2014 and has been instrumental in growing the consumer and residential lending portfolio, and expanding the bank's products to meet customers' needs.

Hygrade Precision Technologies adds six to team

Plainville's Hygrade Precision Technologies, a contract manufacturer specializing in aerospace, medical and automotive components, has hired **Jason Rousseau**, **Brandi Taylor**, **Randy Cochran**, **Ken Zakrewski**, **Gary Gallagher** and **Thomas Bieluch**.

Rousseau is a process engineer responsible for designing and assisting with manufacturing process and quality controls for current and new projects.

Taylor is production control coordinator who will facilitate contract review, order processing and scheduling for flat lapping and grinding operations.

Cochran, Zakrewski and Gallagher are machinists responsible for product manufacturing and meeting quality and on-time delivery expectations.

Bieluch is a third-year intern with responsibilities

in manufacturing, engineering, production control, quality, sales and marketing, and finance.

VantagePoint appoints information-security specialist

Hamden-based VantagePoint Healthcare Advisors, which provides consulting services to financial and legal advisers, physician practices and healthcare organizations, has named **Brian Hadley** as director of network and information security to increase its capability in the area of HIPAA compliance services.

He will assist healthcare industry clients with risk analysis and security assessments, focusing on the information systems they use to create, receive, store and transmit protected health information.

Hadley has managed clients' implementation of HIPAA security policies and procedures since 2009 at VantagePoint.

USI Consulting Group names VP and actuary

Glastonbury-based USI Consulting Group said **David Woodmansee Jr.**, has joined the company as vice president and actuary in the defined-benefit practice.

Woodmansee has almost 30 years of experience in the actuarial and defined-benefits field. He has experience in all aspects of pension consulting, including cash-balance transition, early retirement windows, creation of non-qualified plans and assisting in developing liability-driven investing strategies. Prior to joining USI Consulting Group, Woodmansee was an enrolled actuary at a major insurance company for 16 years.

Motorlease promotes longtime employee to VP

Farmington-based Motorlease Corp., which provides outsourced fleet management to small and mid-sized fleets, has promoted **Bradford Lutz** to vice president. Lutz began his career with Motorlease, and has been responsible for the design and development of its leasing software program for the past 30 years.

He has served on Motorlease's board of directors since 2000 and was president of Wavecrest Technology, a Motorlease affiliate, from 2000 until 2015. As vice president, Lutz will continue to oversee technology, but also will be responsible for customer support.

NONPROFIT NOTEBOOK

NONPROFIT PROFILE

Connstep Inc.

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MISSION

To help CT manufacturers apply advanced manufacturing and management techniques.

TOP EXECUTIVE

Bonnie Del Conte, President

SERVICES

Manufacturing consulting.

FY 2015 SUMMARY

| | 2014 | 2015 |
|--------------------------|-------------|-------------|
| Total Employees | 27 | 31 |
| Total Assets | \$3,063,038 | \$3,114,878 |
| Total Liabilities | \$1,348,325 | \$1,148,965 |

REVENUES

| | | |
|-----------------------------------|--------------------|--------------------|
| Contributions & Grants | \$2,069,371 | \$2,760,973 |
| Program Service Revenue | \$1,732,500 | \$1,518,564 |
| Investment Income | \$3,338 | \$2,928 |
| Other | \$0 | \$0 |
| TOTAL | \$3,805,209 | \$4,282,465 |

EXPENSES

| | | |
|-----------------------------------|--------------------|--------------------|
| Grants | \$0 | \$0 |
| Member Benefits | \$0 | \$0 |
| Salaries/Employee Benefits | \$2,496,430 | \$2,778,386 |
| Fundraising Fees | \$0 | \$0 |
| Other | \$1,253,401 | \$1,252,879 |
| TOTAL | \$3,749,831 | \$4,031,265 |
| MARGIN | \$55,378 | \$251,200 |

TOP PAID EXECUTIVES (FY 2015)

| | Base Salary | Total Compensation & Benefits |
|---|-------------|-------------------------------|
| Bonnie Del Conte , President | \$190,572 | \$226,635 |
| Matin Karbassioon , Business Growth Consultant | \$113,056 | \$127,351 |
| William Caplan , Business Growth Consultant | \$112,301 | \$125,333 |

SOURCE: GUIDESTAR IRS 990 TAX FORM



The Bank of America Charitable Foundation has donated **\$7,500** to **Nutmeg Big Brothers Big Sisters**, a Hartford-based youth mentoring organization. The donation is designated for mentoring programs for Hartford youth.

Pictured (from left) are: Constantine Andrews, senior vice president, Bank of America; Andy Fleischmann, president and CEO of Nutmeg Big Brothers Big Sisters.

In addition, **Bank of America** announced **\$465,000** in grants to be distributed to nonprofits throughout Connecticut. About \$255,000 will be given to 25 nonprofits working to increase educational and workforce development opportunities in the Greater Hartford area.

...

The **city of Hartford** has drawn an extra **\$2.2 million** in donations, plus several million more in state and federal grants — \$5.5 million altogether — to initially hire 200

underserved city youths to perform North End cleanup and beautification assignments, the mayor says.

"The single most powerful tool for building a better future for Hartford is to help give Hartford's young people opportunities for meaningful employment," Mayor Luke Bronin said recently.

He announced \$2.2 million given by various philanthropic groups, plus \$1 million from the state Department of Housing's Urban Revitalization Pilot program to operate the Hartford Youth Service Corps.

That's on top of a \$2 million youth-employment grant the city previously secured through the federal Department of Labor, said Bronin, who broached the idea for the corps during his mayoral campaign.

Set to launch in July, the corps will provide Hartford's opportunity youth — defined as out-of-school, out-of-work youth ages 16 to 24 — with the chance to earn a paycheck while strengthening neighborhoods.

Bronin said he aims to expand the number to 500 in 2017.

Youth Service Corps members, in collaboration with Rebuilding Together Hartford, will renovate between 10 and 20 properties within a designated neighborhood of the North Hartford Promise Zone, the mayor said.

Five organizations, he said, donated most of the corps' funding of funding to the program: **The Hartford**; **Barbara Dalio and the Dalio Foundation**; **Aetna Foundation**; **Travelers Foundation**; and **Newman's Own Foundation**.



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Join us in celebrating 20 years of young entrepreneurs.

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Top Executive: John P. Barnes, CEO, President

FACT BOX

Industry: Savings and Loan

1Q 2016 Revenue: \$360.3M

1Q 2016 Net Income: \$62.9M

Quarterly Profit Change: \$3.7M

Cash: \$553.7M

Employees: 4,652

Competitors: TD Bank NA
Citizens Financial Group
Webster Bank

TOP INSTITUTIONAL INVESTORS

| Holder | Shares | % Stake |
|--------------------------------------|------------|---------|
| The Vanguard Group Inc. | 27,827,345 | 8.95 |
| Barrow, Hanley, Mehwhinney & Strauss | 11,308,755 | 3.64 |
| Black Rock Fund Advisors | 9,497,638 | 3.06 |



STOCK WATCH (as of noon June 30)

Ticker Symbol: PBCT **Stock Price:** \$14.55 **Market Cap:** \$4.41B
52 Week Range Price: \$13.62–\$16.95 **Outstanding Shares:** 302.27M

CORPORATE SUITE

| Executive | Title | Salary | Bonus | Stock Awards | Non-equity Incentive | Total |
|------------------------|---------------|-------------|-------|--------------|----------------------|-------------|
| John P. Barnes | President/CEO | \$1,050,865 | \$0 | \$912,402 | \$1,065,750 | \$4,190,162 |
| Lee C. Powlus | Sr. EVP/CAO | \$465,189 | \$0 | \$250,033 | \$377,422 | \$1,555,187 |
| R. David Rosato | Sr. EVP/CFO | \$456,731 | \$0 | \$250,404 | \$367,200 | \$1,396,591 |

Know Someone Who Deserves Recognition for Being a Business Leader?

Nominate them today for the chance to be recognized with this special award.

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AWARDS RECOGNITION EVENT:
November 2, 2016

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Click on the "Our Events" tab



HARTFORD BUSINESS JOURNAL

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2016



Through the Lifetime Achievement Awards, we seek to identify business leaders from private or public companies whose long-term active engagement in our business community have had significant positive economic impact locally and will teach future generations by example.

Nominate today! Nominations Close: July 22, 2016

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Thank you to all who helped to celebrate our 2016 WORKFORCE STARS June 16, 2016



The 2016 Workforce Stars

Gus Marks-Hamilton
Daniel Rivera

– nominated by the American Job Center / KRA's Mark Allen

Bank of America

– nominated by Capital Workforce Partners' Rich Davis
"dedicated to advancing the skills of the future workforce"

Alexis Alvarado

– nominated by ACMT, HR Director Lisa Sanders

Featuring
Keynote Speaker:



Adam Davidson
New York Times Magazine
Columnist and
Co-Founder of NPR's *Planet Money*



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EDITORIAL

Budget constraints help redefine government's role

Connecticut and the city of Hartford's new shared economic reality is getting its most public face yet, as budget constraints lead to the closure of historic landmarks and cultural/social events that bring the community together.

The state-funded Old State House is closing, at least temporarily. Hartford's Riverfest fireworks display has been canceled, and other major Capital City events, including First Night and Winterfest, are on the chopping block as Mayor Luke Bronin has cut funding for special events, which the city has subsidized over the years.

Politically, pulling funding for such events isn't a great move, but it's certainly the right decision. Let's be honest: Of all the difficult choices Bronin and the state legislature must make, spending on special events or museums falls toward the bottom of the priority list. Let's remember, nearly a thousand state employees have lost their jobs, while more layoffs loom at city hall.

Yes, Hartford gets another black eye, but the city's main priority is fiscal discipline.

To be clear, events like Riverfest and First Night are important components to creating a vibrant city. They bring excitement to Hartford as well as business to local restaurants. Attractions like Old State House also woo tourists downtown, while preserving the cultural and historical roots crucial to any major city destination.

But there's a much larger issue at play, mainly that state and local governments can no longer afford to spend freely without disregard for the financial consequences. That's what got us into this fiscal mess in the first place.

We are in an important period in Connecticut where fiscal constraints are helping to redefine the role of government in our daily lives. Few would argue against the fact that government's reach is stretched too far and thin. We are now in a market correction that will force us to ask tough questions and make difficult decisions. For example, should government help subsidize a museum or fireworks display, or should that role be left to private or corporate donors? Should the city of Hartford be forced to pay for all the security at major events that attract crowds from across the state, or should there be a regional approach to funding?

There will also be greater pressure on corporations and foundations to help save city events and programs that lose funding. We do think it's important that the business community step up its support of the Capital City, but they too must prioritize their commitments. As the state and city slash significant spending, there has been and will continue to be unprecedented demands on corporate donors from the nonprofit community. Not all programs and services can be saved.

The focus must be on funding initiatives that have the greatest impact on society. For example, we applaud recent efforts by several donors — The Hartford, Barbara Dalio and the Dalio Foundation, Aetna Foundation, Travelers Foundation and Newman's Own Foundation — to ante up \$2.2 million to help fund the Hartford Youth Service Corps, which will initially hire 200 underserved city youths to perform North End cleanup and beautification assignments, creating both jobs and learning experiences for those who otherwise wouldn't have experienced them.

Government must get back to the basics, funding support systems that help the most needy.

Everything else should and will be on the chopping block. This is the new economic reality. ■

► **We are in an important period in Connecticut where fiscal constraints are helping to redefine the role of government in our daily lives. Few would argue against the fact that government's reach is stretched too far and thin.**

TALKING POINTS

Nonprofit marketing beyond the charity golf tourney

By Andrea Obston

When it comes to developing a nonprofit marketing strategy, I beg you to think outside the greens. The golf greens.

It's charity golf season and according to CTGolfer.com these events happen almost daily from now through October. And, while I have nothing against this form of entertainment and frustration, my experience in nonprofit marketing tells me they are ineffective when it comes to improving the overall financial health of a nonprofit. They also do little to broaden public understanding of a nonprofit's mission.



Andrea Obston

So what can a nonprofit do to raise awareness, bring in financial support, build an engaged volunteer force and showcase the issues they stand for?

Here are five tips of developing nonprofit marketing strategies.

Build and preach your brand: Many times when we start working with nonprofits they assume everyone knows who they are and why they should care. I call it the "Big Brown Eyes Syndrome." It sounds like this: "Our cause is right and just and true and anyone with a heart should care about it." If the current political season has taught us nothing, let's acknowledge that "right and just and true" isn't resonating. It's a fantasy.

Do not assume everyone knows and loves you. Even your most ardent supporters probably have their own narrow view of who you are. Your brand needs to be more than that. It needs to encompass what's important to the people you serve; the unique value you bring to the universe and the differentiating reason you exist.

So, before investing one moment, one dollar, one brain cell in developing a marketing strategy for your nonprofit, I beg you to know and understand the unique value you bring to those you serve. That's your brand. That's the message that will form the core of your marketing strategy and the key messages you'll deliver.

Identify and understand your target audiences: Each of the groups you need to impact wants and needs different things from you. Your clients may want independence, help, support, understanding or the ability to change. Those who care about them may want the comfort of knowing they aren't alone in providing the best for those they love.

Volunteers want the satisfaction of knowing their time and dedication are making a difference and donors want to know their dollars are being spent well. So how do you create a marketing plan that satisfies these diverse needs? By going back to the essential reason you exist; the one that's embodied by your brand.

Create and disseminate key messages: Now that you know who you are and what your target audiences want from you, it's time to develop key messages that you'll deliver through all of your communication tactics.

Key messages speak to what people want from you and how you can deliver it. No matter how noble the mission, if an organization is not telling its story consistently and strategically, it will fall on deaf ears.

Use earned media — it still works: While social media is the latest shiny object, it's not the answer to all of your communications challenges. It's one answer. Traditional media — TV, radio and print — still have credibility and sway. In a 2014 survey by InkHouse and GMI, social media ranked as the fifth most preferred news sources, after TV, online news, print news and radio.

I would also add that community news, in both print and online (like Patch.com) are terrific ways for nonprofits to get their messages out. People still read their hometown papers.

Make your website your communications hub: Websites and social media give nonprofits the ability to be their own broadcasters. Use them wisely.

Think of your website as your owned-media hub. Driving traffic to it should be the goal of every communications tactic you use. Why? Because that's where you can say what you want, inspire people with what you do and move them to action — as long as you remember what they want from you.

That means putting up content that addresses the reasons people come to your site. If you're an addiction-recovery agency, the person coming to your site is probably there because addiction is causing pain — for them or for those who care about them. Telling them that you were founded in 1982 by a doctor who came over from England doesn't get them any closer to solving their problem through you.

Content that tells your website visitor that your approach is based on understanding their addiction and developing a unique plan to battle it, makes them think, "I've come to the right place." See the difference? Content in the first example is all about you. Content in the second is all about the person searching on your site.

A key component to drive people to your site is your blog. Here's where you get to show off just how much you know and how much you care.

Once you've posted that blog, push it on your social media with an intriguing tidbit from the post. Choose the social media your target audience participates in. Want to reach Boomers? That's Facebook and LinkedIn. Want to reach Millennials? That's Instagram and Snapchat.

Use social media to engage: Employ social media to involve the people who care about your issues and to inspire them to action. And like the rest of your content, make it about the topic; not about you.

And now back to the greens: The point of this column is that nonprofit marketing must be about building year-round support and understanding for your very-worthy cause. It needs to go beyond a once-a-year golf tournament.

This may be golf-tournament season, but ask yourself, "What's the reason?" Then use all the energy that goes into planning your annual charity golf tournament to create a year-round marketing strategy. ■

Andrea Obston is president of Andrea Obston Marketing Communications in Bloomfield.

HARTFORDBUSINESS.COM POLL

Should Hartford, East Hartford have done more to keep the Riverfront festival?

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Is bankruptcy a viable solution to fixing Hartford's fiscal woes?

51.7% Yes

48.3% No

CT's path to a two-track recovery

By Scott Bates

We have reached an important point in the history of our state.

Connecticut is facing the twin challenges of fiscal shortfalls and a rapidly changing economy that is making it harder for working families to make ends meet. Yet every crisis provides an opportunity to change direction and it appears some Connecticut policymakers are looking past the crisis of the moment to plan meaningfully for the future.

The Connecticut Institute for the 21st Century believes priority-based budgeting is the best way forward. That means state leaders must decide policy priorities first, followed by a discussion of how the programs should be funded.

Ideally, Connecticut would ultimately match its public spending to levels that fit within existing revenues. This approach to



Scott Bates

budgeting would also lead to a reassessment of the state's tax structure.

The work of the Commission on Economic Competitiveness is heading down a similar path in its early work. Its first findings reveal a declining working-age population, a growing or steady population of older residents, a greater demand for social services and a declining tax base to pay for it all.

Taken together, the commission's work speaks to the need for policymakers to decide how best state government can partner with the private sector to steer our economy in the right direction.

An honest assessment of strengths and weaknesses can help the governor and legislators make thoughtful decisions on policies and programs designed to maximize Connecticut's strengths and correct weaknesses.

A highlight of the last session may also be the policy thinking behind an initiative put forward by Sen. John Fonfara (D-Hartford), the co-chair of the Finance, Revenue and Bonding Committee. The goal of the plan is to create 500,000 new jobs and 500,000 new Connecticut residents over the next 25 years. To get there, the legislation promotes

► **An honest assessment of strengths and weaknesses can help the governor and legislators make thoughtful decisions on policies and programs designed to maximize Connecticut's strengths and correct weaknesses.**

entrepreneurship, innovation, private investment and a greater economic engagement with Connecticut colleges and universities.

If state government is truly committed to this approach as a partner with the private sector, this legislation could mark a turning point in the effort to create a more modern economy based on business sectors that are expected to grow over the next several decades. It does not set up state government as a referee over the marketplace, but instead asks government to do what it can to create the conditions for growth.

The look toward the future is a positive trend for Connecticut. Our state's elected leaders know they face many short-term

challenges. The budget is still projected to be out of balance by substantial margins over the next two years.

The good news is a growing number of the state's elected leaders are now looking to solve Connecticut's problems on a two-track basis; one short-term and one long-term.

Given the nature of the political process through which we govern ourselves, this is probably the best path to take to ensure sound fiscal policy and spark economic growth. ■

Scott Bates is the executive director of the Connecticut Institute for 21st Century, a non-partisan, data-driven organization advancing public-policy solutions.

BIZ BOOKS

How startups can dominate a market

“Play Bigger — How Pirates, Dreamers and Innovators Create and Dominate Markets”

by Al Ramadan, Dave Peterson, Christopher Lochhead and Kevin Maney (Harper Business, \$28.99).

When you start a business, the odds of success are slim. They become slimmer if your business ascribes to a “build it and they will come” or a “me-too” plan. Nor should disruption be in the plan. The goal should be: Change the way the game is played by giving consumers a different way to solve a problem.

Successful startups begin changing the game by communicating the problem they solve. When people begin focusing on the problem, they also see the company's solution. Uber stated a problem — “Taxi service sucks.” It provided a consumer-to-transport app to fix the problem. In doing so, it established a new market category. It built out the category by broadening the problem/solution to “getting around without a car.” Amazon started selling books; it expanded into full-blown retailing.

Competitors followed; none really challenged Uber's market-leader position. Why? Almost as soon as the problem — the category — is well understood, customers flock to the market leader. “The perceived best takes most of the market share; second best manages to hold on to enough to keep going; and the rest get



Jim Pawlak

pretty much nothing.”

How do entrepreneurs create a new category? Answer “Dave's Three Questions” (Dave as in Dave Peterson one of the book's authors).

1. “Can you explain to me like a five-year-old what problem you're trying to solve?”
2. “If your company solves this problem perfectly, what category are you in?”
3. “If you win 85 percent of that category, what's the size of your category potential?”

The answers require insight that goes beyond the “why” of the product. They delve into “where” it will fit in the marketplace. Product, message and innovation mean little in a crowded, “loud” marketplace.

Key takeaway: To be heard, carve out a new space. “Category is the new strategy.”

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“Why Motivating People Doesn't Work ... and What Does” by Susan Fowler (Berrett-Koehler Publishers, \$24.95).

Despite management's numerous tactics and efforts to motivate employees, surveys show disengagement as high as 70

► **Successful startups begin changing the game by communicating the problem they solve. When people begin focusing on the problem, they also see the company's solution.**

percent. Why? Management keeps pushing the same buttons (i.e. incentives, the carrot/stick approach) and expects different results. Fowler asserts that these traditional buttons are “motivational junk food” because once the incentive is given or the stick is avoided, employees lapse into their old habits.

Her research shows that the key to engaging employees involves satisfying their psychological needs. “Human beings have an innate tendency and desire to thrive.” No one wants to come to work and be bored and disinterested. Management can tap their thrive psyche by focusing on three core psychological needs:

Autonomy — It shapes actions and attitude. When we're told what to do and how to do it, we're no longer in control of our actions. When we feel like we don't have choices, motivation wanes. Regardless of workplace or personal context, people want to be heard. Managers need to give them a voice (choice?). People desire continuous improvement; if they continually improve, so

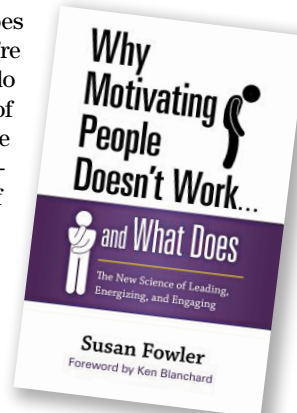
will the organization.

Relatedness — How many times have we heard “It's not personal; it's business?” Business is personal. We need to know that what we do matters. When we know we are contributing, as opposed to just doing a job, our connection to colleagues, the team and the organization increases.

Competence — We find “joy in learning, growing and gaining mastery.” Focusing on training opportunities that mesh with challenging assignments shows that the company considers learning a long-term priority. When encouraged to learn, we become more curious, creative and innovative — and less likely to leave.

The bottom line: “Motivating people does not work because they are already motivated — they are always motivated.” What managers must do is align employees' “want to thrive” self-interest with their jobs and organizational goals. ■

Jim Pawlak is a nationally syndicated book reviewer.



OF NOTE



FIRST NIAGARA EMPLOYEE RECOGNIZED FOR SUPPORT OF YOUTH MENTORING

The Governor's Prevention Partnership announced that Kim Mauro, assistant branch manager at First Niagara Bank, has been inducted into the Connecticut Mentoring Hall of Fame. Mauro joins 10 other individuals from corporations around the state who have been inducted into the hall of fame since it was established by the Partnership in 2011. Pictured (from left) are: Jill Spinetti, president and CEO of the Governor's Prevention Partnership; Kim Mauro; and her mentee, Natasha Nieves.

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STUDENTS INDUCTED INTO UCONN BUSINESS SCHOOL'S HALL OF FAME

The University of Connecticut School of Business inducted three graduating students into its hall of fame. The student fellows are: Emily Vasington of West Hartford, who earned a bachelor of science honors degree in marketing; Armond K. Hodge of Trumbull, who earned his MBA in corporate finance from UConn's full-time MBA program; and Charles Clarke, of Dallas, who earned his Ph.D. this spring.

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EASTERN CT STATE UNIVERSITY EARNS NATIONAL RECOGNITION

Innovative application of high-impact educational practices at Eastern Connecticut State University has earned the school recognition among the nation's Colleges of Distinction.

To be named a College of Distinction schools must demonstrate results across four distinctions — engaged students, great teaching, vibrant community and successful outcomes.

Eastern was recognized for allowing students to earn college credit and valuable life experiences while participating in study abroad programs in 17 countries, as well as through service learning, undergraduate research and internships.

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COLDWELL BANKER RESIDENTIAL RECEIVES TOP RANKING IN CT REAL TRENDS REPORT

Coldwell Banker Residential Brokerage ranked as the No. 1 company for transaction sides among residential real estate companies in Hartford, New Haven and New London counties in 2015, according to the 2016 REAL Trends Market Leaders report. Coldwell closed 8,189 transaction sides in 2015 and accounted for more than \$2.1 billion in closed sales volume.

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NATIONAL AWARD SPOTLIGHTS CBIA WORKFORCE DEVELOPMENT EFFORTS

The Connecticut Business & Industry Association Education and Workforce Partnership program manager Dayl Walker has been recognized by the National Academy Foundation (NAF) for her work and commitment to high school students. Walker was awarded NAF's Advisory Board Champions Award, which recognizes individuals who exercise extraordinary leadership in ensuring students have the opportunity to participate in work-based learning activities designed to prepare them for college, career and future success.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

AUTO BODY ASSOCIATION DONATES CAR TO HC WILCOX HIGH SCHOOL



► The Auto Body Association of Connecticut donated a faulty car to the HC Wilcox Technical High School to provide an authentic example for auto repair students of what not to do when repairing a vehicle. A press conference was conducted with Sen. Richard Blumenthal (shown in the center) advocating the importance of driving certified safe cars. The conference took place at the HC Wilcox Technical High School in Meriden.

STANLEY BLACK & DECKER VOLUNTEERS SUPPORT JUNIOR ACHIEVEMENT



► Stanley Black & Decker employees partnered with Junior Achievement on their annual "JA in a Day" events in New Britain and Towson, Md. Volunteers provided kindergarten through fifth-grade students (shown above) with a relevant, hands-on experience focused on financial literacy, work readiness and entrepreneurship.

QUINNIPIAC CHAMBER HOLDS CALYPSO NIGHT ANNUAL MEETING AND AWARDS



► The Quinnipiac Chamber recently held their Calypso Night Annual Meeting and Awards Celebration at the Farms Country Club. The event included the induction of new Quinnipiac Chamber board members (shown above) and state of the chamber, followed by scholarship presentations and five awards to selected businesses for their outstanding achievements. The awards included: Heritage Award — Meriden Record Journal; Shining Star of the Year Small Company — Image 360; Community Impact Award — Wallingford Center; Leadership and Innovation in Healthcare Award — Gaylord Specialty Healthcare; Shining Star of the Year Large Organization — Quinnipiac University.

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